**Bus304 Engineering Management – Quiz, Chapter 3**

3 - 1. From your analysis of the finding of Harris (Table 3-1), why do you think engineers look for different qualities in their managers as they (the engineers) grow in experience?

**As you grow and rise through the ranks the day to day tasks you encounter change. No longer are you the one doing the calculations or building of systems for a given task you are now the one overseeing the people doing those things. So your specific technical skill is no longer as important as your ability to provide a strong focus for your team and be able communicate and work well with others.**

3 - 2. Herzberg specifically classed salary as a hygiene factor, not a motivator, how would you classify it? Explain.

**I agree that it is a hygiene factor not a motivator. If you are miserable in your job good pay may help you look at it and say well at least I make good money but it does not make you want to work any harder. You tend to just put up with the job you have because it pays well I know this because I had a job I hated but the pay was decent. I finally left to come back to school because I wanted to be a job I was interested in and that challenged me rather than to just pay my bills.**

3 - 3. List the four special characteristics of technical professionals outlined by a number of authors ( Kerr and Rosenbaum) and the implied motivation factors.

**Having a high need for achievement and deriving their motivation primarily from the work itself. This means they like to be challenged and overcome those challenges. The motivation comes from successfully solving problems and the pride that comes from it.**

**Desiring autonomy (independence) over the conditions, pace, and content of their work. Being able to make decisions and approach problems in your own way is rewarding to the techfnical professional.**

**Tending to identify first with their profession and second with their company. As an engineer you have worked hard to become one and are passionate about what you do. Looking to other engineers to measure your success is a common practice.**

**Seeking to maintain their expertise, gained through long and arduous study, and stave off obsolescence through continuing education, reading literature, professional society activity, and especially through work assignments that keep them working at the state of the art. Part of being a technical professional is seeking the best way to do things and having a desire to always improve. This is a driving force and giving your engineers the opportunity to continue learning can be mutually beneficial.**

3 - 4. Herzberg states job enrichment seeks to make work more meaningful and give employees more control over their work. Discuss the negative responses of the blue-collar production worker toward this initiative. Why do you think workers have this attitude? Why do technical professionals have a positive response?

**In general blue collar workers were satisfied with the work they were doing and tended to be more preoccupied with hygiene factors of their job. They want more pay better conditions and less restrictive rules but are not looking for challenge or ownership in their job. They have this mindset because to them work is work. A job is not something you enjoy it’s something you need to so they want to get it done with as little effort as possible so they can then go about their lives and do the things they want to do. I have known many people in my life with this mentality they say it doesn’t matter if I like my job I never will no matter what I do so as long as I make enough to pay my bills and do what I want outside of work I am good.**

**Technical professionals on the other hand have found a career that interests them and they are focused on doing well. You generally don’t spend 4 years learning to be an engineer to not want to do that work you will usually have people drop out or change majors before they get to that point if they do not like it. This leads to them being more invested in the work they are doing and prefer to have a job that is challenging and rewarding. Since these are the reasons they became technical professionals in the first place providing more opportunities for that is seen as a positive thing.**

3 – 5 Jim Collins wrote that there were 12 leadership principles for companies that move from “Good to Great” in chapter 3. List three that could apply to technical professionals and discuss the reasons you selected them.

**Greatness was not a function of circumstance; it was clearly a matter of conscious choice. This can be applied to technical professionals easily because in anything you do greatness can be a choice. You can choose to work harder learn more and develop or you can choose to be good enough and coast. Especially when it comes to a technical professional things are constantly changing and evolving and you can choose to keep up or not.**

**Good-to-great management teams consisted of people who debate vigorously in search of the best answers, yet who unified behind decisions, regardless of parochial interests. Being a technical professional you will constantly be in situations where you are looking for the best answer. Whether it be the best way to milk a cow or the best way to build a tire you are there to solve problems. Nobody can know all things so it is important to be able to work with others you may have expertise in other fields than you so you can truly find the best answer.**

**Good-to-great transformations did not need any new name, tagline, or launch program. The leap was in the performance results, not a revolutionary process. Many times for a technical professional we will be looked to in these situations to provide performance results. Marketing can help a company at times with a great new ad campaign but generally outperforming competitors is the best way to secure business. Not only is this handy in getting more business but being effective in performance in all things saves time and money.**